



Memorandum

AGENDA ITEM 9

DATE: June 20, 2025

TO: Transportation Authority Board

FROM: Rachel Hiatt – Deputy Director for Planning

SUBJECT: 07/08/2025 Board Meeting: Approve a Two-Year Professional Services Contract with SITELAB urban studio in an Amount Not to Exceed \$1,100,000 for Consultant Services for the Geary-Fillmore Underpass Community Planning Study

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <ul style="list-style-type: none">• Approve a two-year professional services contract with SITELAB urban studio in an amount not to exceed \$1,100,000 for consultant services for the Geary-Fillmore Underpass Community Planning Study.• Authorize the Executive Director to negotiate contract payment terms and non-material terms and conditions. <p>SUMMARY</p> <p>The Geary-Fillmore Underpass Community Planning Study (Study) advances the ConnectSF Streets and Freeways Strategy to address past harms by integrating transportation and land use planning. This study is funded by a Federal Reconnecting Communities Grant and Prop L appropriation funds and aims to address the 1950’s urban renewal efforts that widened Geary into an expressway and displaced many residents and divided the Japantown and Fillmore/Western Addition Neighborhood. These neighborhoods were historically cultural centers for the Black, Japanese, and Jewish communities, and engaging these ethnic groups is a core component of the study’s outreach. Working in partnership with the San Francisco Planning Department, the Study will develop and recommend a concept to reimagine the Geary corridor, between Divisadero Street and Laguna Street.</p>	<ul style="list-style-type: none"><input type="checkbox"/> Fund Allocation<input type="checkbox"/> Fund Programming<input type="checkbox"/> Policy/Legislation<input type="checkbox"/> Plan/Study<input type="checkbox"/> Capital Project Oversight/Delivery<input type="checkbox"/> Budget/Finance<input checked="" type="checkbox"/> Contract/Agreement<input type="checkbox"/> Other: _____
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We issued a Request for Proposals (RFP) on April 1, 2025 seeking consultant services for the Study. We received five proposals by the due date of May 5, 2025. Following evaluation of proposals and interviews, the selection panel, comprised of staff from the Transportation Authority and the San Francisco Planning Department recommends a contract award to SITELAB urban studio to provide the requested services.	
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BACKGROUND

In 2023, we received a \$2 million Federal Reconnecting Communities Grant from the U.S. Department of Transportation to study transportation and land use changes on the Geary Expressway, between Laguna Street and Divisadero Street, in partnership with the San Francisco Planning Department, San Francisco Municipal Transportation Agency, and the Geary-Fillmore Community. The Geary-Fillmore Underpass Community Study will envision a high-quality multimodal transportation-oriented neighborhood that brings connectivity and economic benefits to the Japantown and Fillmore neighborhoods.

The repair and redesign of Geary Boulevard, located in a Priority Development Area, combined with long-term plans for rail on the corridor, creates a significant opportunity for the community to rethink how future transportation and land use assets could be better positioned and leveraged to meet community needs, opening up opportunities for new housing, contemporary and sustainable spaces for cultural anchors, community serving businesses, and social institutions. The Study will result in a comprehensive plan that identifies a community vision and goals, a preferred design alternative for the Geary Expressway and Fillmore Underpass, complementary near- to long-term solutions to address circulation, connectivity, and safety, land use opportunities and priorities along Geary Boulevard, and an implementation framework including, costs, agency roles, and a planning level funding strategy.

The Study will use a community-driven process to reimagine how to redesign Geary Boulevard to re-connect the Japantown and Fillmore neighborhoods through transportation improvements and urban design/land use changes. Because significant changes to this corridor would also impact travel patterns in the surrounding area, the Study will include safety and connectivity improvements to ensure benefits to communities that have carried the impacts of the expressway



investment.

DISCUSSION

We are seeking consultant services for the Study, which will support the transportation and land use components of the project. Specific areas of support include:

- Complete existing conditions analysis of the transportation network and land use conditions;
- Develop a land use, housing, and urban design analysis to identify strategies to address housing needs, economic development, and community stabilization, emphasizing equitable and transit-oriented growth;
- Develop transportation and land use concepts, including an evaluation of alternatives, technical drawings, and cost estimates; and
- Provide technical support for community engagement.

The tasks (also provided in Attachment 1, Scope of Services) and estimated milestone schedule are listed below:

Estimated Project Milestone Schedule

Task	Completion
Task 1: Project management	Ongoing (Fall 2025-Summer 2027)
Task 2: Community collaboration	Ongoing (Fall 2025-Summer 2027)
Task 3: Existing Conditions and data collection	Winter 2025/2026
Task 4: Land Use, Housing, & Urban Design Opportunities and Issues Analysis	Spring 2026
Task 5: Transportation, Land Use, Housing, & Urban Design Concepts	Winter 2026
Task 6: Concept Evaluation, Selection, and Refinement	Spring 2027
Task 7: Engineering and Cost Estimates	Spring 2027
Task 8: Urban Design and Architectural Guidance	Spring 2027
Task 9: Implementation Plan and Final Report	Summer 2027



Procurement Process. We issued an RFP for consultant services for the Geary-Fillmore Community Planning Study on April 1, 2025. We hosted a pre-proposal conference on April 7, 2025, which provided opportunities for disadvantaged and small businesses to meet larger firms and form partnerships. Thirty-eight firms registered for the conference. We took steps to encourage participation from disadvantaged and small business enterprises, including advertising in five local newspapers: the San Francisco Chronicle, San Francisco Examiner, Nichi Bei, the Small Business Exchange, and El Reportero. We also distributed the RFP and questions and answers to certified small, disadvantaged and local businesses, Bay Area and cultural chambers of commerce, and small business councils.

By the due date of May 5, 2025, we received five proposals in response to the RFP. A selection panel comprised of Transportation Authority and San Francisco Planning Department staff evaluated the proposals based on qualifications and other criteria identified in the RFP, including the proposer's understanding of project objectives, technical and management approach, and capabilities and experience. We held interviews with three teams during the week of May 26, 2025. Based on the competitive process defined in the RFP, the panel recommends that the Board award the contract to the highest-ranked firm: SITELAB urban studio. The SITELAB urban studio team distinguished itself based on their experience doing large scale visioning projects in San Francisco, having an integrated approach for land use and transportation planning, and a collaborative outreach approach.

We established a Disadvantaged Business Enterprise (DBE) goal of 21% for this contract. Proposals from all teams met the DBE goal. The SITELAB urban studio team includes 30.5% DBE participation from BAE Urban Economics, Inc. (Asian-Pacific American), M Lee Corporation (Asian-Pacific American), SORA Engineering (Subcontinent Asian American), TS Studio (Woman-Owned), and VST Engineering Incorporated (Hispanic American).

FINANCIAL IMPACT

The contract amount will be funded with Federal Reconnecting Communities Grant funds, with matching funds from Prop L sales tax funds, appropriated through Resolution 24-45. We included the first year's activities in the proposed Fiscal Year 2025/26 budget and work program and sufficient funds will be included in future year budgets to cover the remaining cost of the contract.



CAC POSITION

The CAC will consider this item at its June 25, 2025 meeting.

SUPPLEMENTAL MATERIALS

- Attachment 1 – Scope of Services

Attachment 1

Scope of Services

TASK 1 - Project Management

A dedicated project manager from the consultant will be the single point of contact for the project and available to the Transportation Authority for coordination. The consultant will perform project management responsibilities throughout the project timeline, including leading project meetings, submitting monthly invoices and progress reports, and developing a revised work plan.

Task 1a: Project meetings

The consultant will prepare and conduct a project kick-off meeting and lead bi-weekly project team meetings. The consultant will be responsible for creating and distributing the agenda and sending out notes and action items after meetings.

Task 1b: On-going project management

The consultant will work with Transportation Authority staff to develop a revised work plan, including a refined scope, schedule, and budget. The consultant will maintain the work plan throughout the project as needed. The consultant is responsible for communicating any budgetary or scheduling issues to the project team as they are identified. Similarly, the consultant will communicate if a task request is outside of the original work plan scope.

Deliverables:

- 1. Kick-off meeting agenda, materials, and notes*
- 2. Bi-weekly project meeting agenda, materials, and notes*
- 3. Project reporting and invoices by task*
- 4. Revised work plan, including refined*

TASK 2 - Community Collaboration

The community collaboration (engagement) will extend through the full length of the study to establish a corridor vision and goals, identify priorities for the area, and develop and refine study concepts. The Project will also include a Community Council to provide guidance and liaise with the Japanese, Black, and Jewish communities in the Japantown and the Fillmore area throughout the Project.

Task 2A: Community Council

The Community Council will meet up to eight (8) times at key project milestones and support the project team in shaping outreach, gaining community participation and input, and providing feedback on draft and final plan materials. Meetings are expected to be in-person and up to two (2) hours long. Each meeting will be organized by the Project team and an outside facilitator will be used (through a separate contract procured by the Transportation Authority). The consultant will provide support to the project team by developing meeting materials, attending meetings to provide technical responses, and taking meeting minutes.

The Community Council meetings will be structured around key project deliverables and feedback obtained in these meetings will be incorporated into the final deliverables. Additionally, the Community Council members will have an option to arrange in-person and virtual outreach events within their community. Learnings and takeaways will be incorporated into outreach summaries, as relevant.

Task 2B: Public Engagement

Community outreach will happen over multiple rounds (anticipated 3 rounds) to ensure diverse voices are heard through a community-led process.

- The first round will determine community vision, goals, priorities for transportation and underused/new land uses, and challenges for the project.
- The second round will focus on developing and refining concept designs and associated policies, discussions on benefits and tradeoffs, understanding community preferences for future land uses, and how alternatives should be evaluated.
- The third round will bring plan recommendations, costs estimates, and expected benefits to hear final comments that will be documented to guide future phases of work that advance the recommendations into implementation.

Each outreach round will have up to three (3) in-person outreach events, which may include town halls, youth focused events, design charrettes, pop-up events, and community focus groups. In addition to the in-person events, outreach will also include, but not be not limited to, surveys and community briefings at regular intervals. The consultant will support the project team in the outreach process by developing an outreach plan, which will be brought to the Community Council for review and input, developing draft promotional materials including flyers, newspaper/social media ads, and draft communication for CBO partners, and providing input and review of outreach materials (e.g. boards, survey, etc.). The consultant, in collaboration with the project team, will develop a draft and final survey. The survey will be programmed by the Transportation Authority in Survey Monkey. The consultant will also be responsible for translating all materials into relevant languages including Spanish, Chinese, Japanese and, as needed, provide interpreters at in-person events.

Following the completion of each outreach round, the consultant will lead the review and analysis of outreach feedback and survey responses and draft a memo of outreach findings, which will be consolidated into a project outreach report that includes a community vision statement, community priorities, and transportation challenges to guide concept development.

The consultant will work with the project team to contact community-based organizations (CBOs) in the study area to gather feedback from additional community stakeholders (e.g. youth and senior groups). CBOs will have the option to support in the project promoting surveys, outreach efforts, and organizing meetings and presentations. Participating CBOs may receive stipends based on the level of support in promoting outreach efforts and members of the public may receive stipends for attendance. The consultant will be responsible for distributing stipends in a timely manner to each identified CBO and consider this in the proposed budget.

Task 2C: Technical Advisory Committee

The project team will lead the coordination and facilitation of up to eight (8) Technical Advisory Committee (TAC) Meetings. The TAC will include representatives from city agencies, which may include but not be limited to, the San Francisco Municipal Transportation Agency, Public Works, Recreation and Parks Department, Public Utilities Commission, Mayors Office of Housing and Community Development, etc. Meetings are expected to be up to 2 hours long and may be held in-person, virtual, or hybrid, depending on the content of each meeting. While the project team will lead each meeting, the consultant team will be required to attend each meeting and provide meeting summaries, takeaways, and action items. As needed, the consultant team may also be asked to present technical materials or answer questions.

Deliverable(s):

1. *Community Council meeting materials, attendance, and minutes*
2. *Project vision statement and goals*
3. *Draft and final outreach plan*
4. *Draft and final outreach promotional materials*
5. *Draft and final outreach report*
6. *Distribution of CBO stipends*
7. *Translation and interpretation services*
8. *TAC Meeting attendance and minutes*

TASK 3 - Existing Conditions and Data Collection

The existing conditions report will cover land use and transportation conditions in the study area. In preparation of the existing conditions report, the consultant will lead up to two (2) site visits with the project team and agency partners to identify observed opportunities and challenges, which will be documented in a connectivity map. The consultant will produce an *Existing Conditions Report* that synthesizes major findings across transportation, land use, housing, and urban design. The report should provide clear, relevant data to inform the analysis in Task 4 and be visually engaging, concise, and accessible to a broad audience, ensuring it is easy for community members to understand and engage with.

Transportation Component

The transportation component of the existing conditions report will include a discussion of the transportation network, crash analysis, transit conditions with a detailed discussion on the multimodal conditions at the intersection of Geary and Fillmore (Muni 38 and Muni 22 lines connect here), bike and pedestrian network, parking conditions, multimodal circulation network/gaps/barriers, and a review of existing plans and projects that aim to bring improvements. To support the transportation discussion, the consultant will collect multimodal counts at key intersections on Geary and within the study area.

Land Use & Urban Design Component

The land use analysis will evaluate the Japantown and Fillmore neighborhood's current and potential development context. The land use component of the existing conditions report will include the following components:

- *Urban Form Analysis*: Assess the existing urban form, including building typologies, heights, massing, setbacks, and overall neighborhood character, focused on the Geary corridor and other neighborhood-connecting pathways. Include a profile of existing retail, ground floor uses, and vacancies on key neighborhood commercial corridors.
- *Public Realm Inventory*: Identification of existing public spaces, such as parks, plazas, and pedestrian areas including sidewalks, highlighting their quality, accessibility, and usage patterns, as well as any gaps in services that are observed.

In support of this task, the Planning Department will provide the consultant with data and reports focused on:

- *Existing Land Use*: Inventory and mapping of existing land uses within the study area, including residential, commercial, institutional, and public spaces.
- *Zoning*: Map of existing zoning and building heights and information about current development standards.
- *Development Capacity*: Map of existing soft sites.
- *Housing Stock*: Evaluation of the existing housing inventory, focusing on affordability, tenure (ownership vs. rental), and age of housing stock.
- *Cooperative Housing*: Interim report and proposed recommendations.
- *Demographics*: Summary of demographic data, including population density, income levels, racial/ethnic composition, employment statistics, and demographic trends.
- *Development Pipeline*: Identification and assessment of proposed and ongoing development projects within and adjacent to the corridor.
- *Opportunities and Constraints*: Identification of underutilized parcels, vacant lots, and development opportunities, including potential sites for affordable housing, mixed-income housing, or economic development. This should include consideration of church-owned properties that could redevelop under SB 4.
- *Community Context*: Documentation of cultural, historic, and economic factors that shape neighborhood identity, with a focus on preserving and enhancing cultural districts and equity-priority areas.
- *Plans and Policies Review*: Summary of existing land use, housing, and community plans, policies, and strategies, including from the following efforts:
 - Western Addition Existing Conditions Report, 2025
 - Japantown Better Neighborhood Plan, 2009
 - Japantown Cultural Heritage and Economic Sustainability Strategy, 2013
 - Japantown Special Area Design Guidelines, 2019
 - Japantown Cultural History, Housing, and Economic Sustainability Strategy Report, 2023
 - D5 Housing Opportunities Report
 - Housing Authority Sites Inventory

Deliverable(s):

1. *Data Collection Summaries*
2. *Connectivity map based on site visits*
3. *Draft & Final Existing Conditions Report*

TASK 4 - Land Use, Housing, & Urban Design Opportunities and Issues Analysis

This task will explore opportunities and challenges related to land use, housing, and urban design within the Geary-Fillmore corridor. The analysis will focus on identifying strategies to address housing needs, economic development, and community stabilization, emphasizing equitable and transit-oriented growth. The task will be based on collaboration with stakeholders and leveraging ongoing efforts, including the Housing Element Implementation, Reimagine Japantown Framework (2025), and redevelopment plans for Freedom West and Plaza East. The outcomes of this task will guide inputs for the concepts development and refinement, using community feedback to align recommendations with existing priorities and aspirations.

The Planning Department will identify existing parcels and areas with potential for new development, adaptive re-use, or enhanced utilization, prioritizing underutilized parcels, commercial spaces, surface parking lots, vacant land, or areas with the greatest potential for community benefit. Based on the identified parcels, the project team will select up to six (6) key sites from the Opportunity Mapping analysis for further study, guided by the Community Council and TAC engagement process. Key sites will be located adjacent to Geary or other key connectivity paths in the study area.

To support this task, the consultant will assess and prioritize underutilized parcels and potential development sites, emphasizing affordable housing, mixed-use development, and economic revitalization opportunities. For the six key sites identified by Planning Department staff, the consultant will complete the following:

- Identify site-specific goals and community benefits with guidance from the Community Council.
- Evaluate urban design opportunities, including land use mix, general massing explorations, and potential public benefits.
- Analyze potential development yield.
- Explore high-level land use concepts and propose ideas for housing and land use changes, focusing on increasing affordable housing, economic development opportunities, and mixed-use development to support transit-oriented growth.
- Conduct high-level financial feasibility studies and phasing scenarios, considering zoning, financing options, affordable and low-income housing preservation, and community priorities. Include densification and phased rebuilding opportunities as one potential strategy. Evaluate the balance of residential, commercial, institutional, and public land uses to determine gaps and opportunities for diversification.

To define the urban design opportunities and issues, the consultant will examine existing urban form, including building typologies, heights, massing, and ground-floor conditions on the Geary corridor and other neighborhood-connecting pathways; evaluate the quality of the pedestrian environment

using criteria such as sidewalk conditions, lighting, and proximity to destinations; and identify areas for potential public realm improvements, including parks, plazas, and streetscapes that support vibrant, community-oriented spaces. Propose design improvements to create vibrant, community-focused streetscapes, emphasizing cultural identity, placemaking, and activation of underutilized public spaces and underperforming corridors; and identify and recommend enhancements for pedestrian amenities, including seating, shading, wayfinding, and public art, to improve comfort and usability.

Deliverables:

1. *Draft and Final Land Use & Housing Opportunities and Issues Memos*

TASK 5 - Transportation, Land Use, Housing, & Urban Design Concepts

Building off the existing conditions, the Land Use and Housing Issues and Opportunities, and the first round of outreach, the consultant will work with the project team to develop up to five (5) concepts that will be brought to the public in the second round of outreach. The concepts will include high-level ideas for how to reimagine the Geary underpass corridor, surrounding transportation networks and connections, and housing and land use that address challenges and advance the community vision and goals. Each idea or concept will be paired with an overview of tradeoffs, considerations, and overall impact. Concepts will be presented in public-friendly graphics and fact sheets. Within the concept options, the concepts should include and identify near-term options to advance connectivity across Geary.

Task 5A - Geary Underpass Concepts

Geary, between Laguna and Divisadero, is wide with an underpass at Fillmore and surface-level access roads in each direction. There have been recent quickbuild improvements to narrow the corridor and prioritize transit and pedestrian access. This task will use community input, the project vision statement, and network assessment to guide the subsequent concepts related to land use and neighborhood circulation.

The consultant will work with the project team to develop a draft concept for Geary and the underpass. The concept should reflect future demand, multimodal access and circulation priorities from relevant plans, and create a high-quality transit connection (e.g. mobility hub) between the 22 Fillmore bus line and 38 Geary bus line. The concepts should also consider plans for and not preclude a future Geary/19th Avenue rail. The underpass is a critical aspect of this concept, and concepts will need to be feasible. As such, the consultant should conduct a desk study using publicly available GIS files or other equivalent data to assess utilities and geotechnical conditions.

To support Task 5B, the concepts for Geary will clearly identify new space generated by each concept design and potential land use opportunities. Concepts should also clearly identify new connection paths, and circulation and/or access changes.

Subtask 5B - Land Use Concept

Complementary high-level land use concepts will emphasize transit-oriented development around key nodes like Geary and Fillmore, with mixed-use developments featuring active ground-floor uses, affordable and mixed-income housing on underutilized parcels, and opportunities for adaptive reuse

of existing buildings. These concepts should integrate seamlessly with the neighborhood's fabric and historic and cultural identity, enhancing walkability, connectivity, and public spaces while aligning with transportation goals to create a vibrant, equitable corridor.

Subtask 5C - Supportive Transportation Concepts (Near-Mid Term)

Building on the concepts developed in subtasks 5A and 5B, supportive transportation concepts will be developed to ensure benefits in the Japantown and Fillmore neighborhoods. The concepts developed in this task will aim to reduce potential congestion and circulation impacts of a reimagined Geary and improve safety access to key cross-Geary routes and nearby transit.

Subtask 5D - Evaluation Metrics

Informed by the Community Council and community input, the consultant will develop draft and final evaluation metrics that will be used to present concept tradeoffs and fact sheets, as well as a more detailed evaluation of concepts that advance in Task 6. The evaluation criteria for the transportation concepts should reflect community input and capture, but will not be limited to connectivity, equity, economic vitality, mode shift/trip capture, transportation access, and congestion mitigation. Land Use concepts evaluation metrics could incorporate the number of affordable and market-rate housing units delivered, impact fee revenue generated, open space square footage generated, delivery of public benefits, among others.

Prior to going to outreach, the concept and evaluation metrics will be presented to the Community Council to receive input and guide any adjustments before finalizing the deliverables. The consultant will develop materials to effectively communicate concepts to the public, including:

- *Graphics and Maps*: Visually engaging maps, diagrams, 3D visualizations when needed, and infographics showing proposed transportation and land use concepts.
- *Fact Sheets*: Easy-to-understand summaries of each concept, outlining objectives, benefits, tradeoffs, and alignment with community goals.
- *Scenario Comparisons*: Side-by-side comparisons of multiple scenarios to help stakeholders weigh options and make informed decisions.

Deliverable(s):

1. *Up to five draft Transportation, Land Use and Urban Design Concepts*
2. *Fact Sheets*
3. *Evaluation metrics*
4. *Community Feedback Integration*

TASK 6 - Concept Evaluation, Selection, and Refinement

In incorporating community feedback from outreach round 2, it is expected this process will reduce the total concepts based on relative level of support from the community. The consultant will refine up to two leading transportation, land use, housing and urban design scenarios. Each scenario will include a detailed evaluation using the evaluation metrics developed in Task 5A. The evaluation process will be documented in a Memo of Concept Evaluation and Selection and guide the third round of outreach where a final preferred concept is presented for feedback. As needed, this

documentation will include a traffic analysis to ensure that recommended changes to the circulation function under existing and projected road conditions.

For the selected scenarios, the consultant will provide 10% concept-level recommendations for building heights, setbacks, and massing (focused on Geary Boulevard and connecting corridors, to create human-scale, context-sensitive development through visual aids, such as maps, diagrams, plan and section views, or renderings, to illustrate how recommendations could be implemented.

These recommendations should assess tradeoffs and potential impacts, such as changes to neighborhood density, displacement risks, and infrastructure needs, while identifying strategies to integrate new land uses with the existing neighborhood fabric to enhance walkability, connectivity, community identity, and public spaces. They should encourage culturally sensitive design approaches and propose preliminary urban design interventions to improve pedestrian and cyclist movement across the corridor. Additionally, strategies should address integrating superblock developments into the urban fabric to enhance permeability and connectivity.

Deliverable(s):

1. *Draft and Final Concept Evaluation Memorandum*
2. *Traffic analysis, as needed*
3. *Feasibility Summaries*
4. *Community Feedback Summaries*
5. *Refined Concept Design*

TASK 7 - Engineering and Cost Estimates

The consultant will develop 10% preliminary schematic engineering of the recommended concepts and corresponding planning-level implementation cost estimates for transportation infrastructure and land use components. Cost estimates should be broken out by specific element and include potential funding sources, key considerations, assumptions, and risk, as applicable. The cost estimates will be reviewed by city agencies and refined based on feedback.

The 10% schematic design shall include major utilities. Utility infrastructure maps can be obtained from their respective owner and/or the City department and shall be incorporated into the design and in the cost estimate if disturbed or relocated.

Future planned transportation projects in the vicinity of the developed Geray and Fillmore concept shall account and show "Potential Future Transportation Project" in the 10% schematic design (at minimum show limits).

The cost estimates should be paired with the following components in a technical memorandum.

- *Transportation and Public Realm Improvements Infrastructure Costs:* Estimate costs for proposed transportation and public realm improvements, including construction, materials, and maintenance.
- *Phasing Strategy:* Propose a phased implementation plan to prioritize improvements based on feasibility, funding availability, and community needs.
- *Funding Context:* Provide cost breakdowns tailored to potential funding opportunities, including grants, public-private partnerships, and local funding mechanisms.

- Identify potential risks or barriers to implementation (e.g., regulatory challenges, community opposition) and propose mitigation strategies.

Deliverable(s):

1. *Preliminary Engineering Designs (10%) Outline Memo*
2. *Preliminary Engineering Designs (10%)*
3. *Draft and Final Cost Estimates*
4. *Phasing strategy*

Task 8 - Urban Design and Architectural Guidance

Led by the Planning Department, this task will produce concept-level studies and guidance on site design, building massing/envelope, development yield and technical opportunities and constraints guidance on key sites and overall corridor and neighborhood urban design.

The consultant will create a unified design framework for the main corridors, addressing streetscapes, public spaces, and neighborhood transitions, while recommending strategies to integrate new development into the existing context and enhance walkability, connectivity, and public spaces. Preliminary recommendations will include building envelope standards such as height limits, setbacks, bulk controls, and design typologies, with architectural strategies for transitions between higher-density and lower-density areas. Ground-floor activation approaches will also be proposed, focusing on pedestrian engagement through design elements like transparent façade, active uses, and shading. All findings, recommendations, and visuals will be compiled into an Urban Design Guidance document.

Deliverables:

1. *Draft and Final Urban Design Guidelines*

Task 9 - Implementation Plan and Final Report

The project team will lead the development of the implementation plan, mainly through coordination with city agencies to ensure recommendations are feasible and have a path towards implementation. The project team will develop key documents for inclusion in the final report. The consultant will be responsible for reviewing and finalizing draft implementation plan materials prior to incorporating them into the final report.

A final report will be developed, incorporating key deliverables from all tasks in this scope of work.

Deliverable(s):

1. *Final implementation plan*
2. *Draft and Final Report*